

Fire & Emergency Services Company Officer (4th edition)

The following chapters provides information that addresses the following job Performance requirements of NFPA 1021, *Standard for Fire Officer Professional Qualifications* (2003)

**Fire Management 1 in Red Font, *Italicized Font in Multiple Chapters*, Shaded - Primary Focus in Another Classes**

Chapter		Pages	Unit	Course Content	Time	NFPA Standard	NFPA Language
Part A: Fire Officer Level I							
1.	Transition to the Role of Company Officer	13-27	Management 1 UNIT # 1 Introduction			None Listed	
			1-1	Orientation & Administration	1:00		
			5.1	Introduction to Management & Supervision	1:30		
			Management 1 UNIT # 2 Supervision				
			2-7	Group Dynamics	2:00		
2.	Leadership	32-51	Management 1 UNIT # 4 Leadership			Chapter 5 Fire Officer II 5.2.1 (A)	5.2.1 (A) Requisite Knowledge. Human resource policies & procedures, problem identification, organizational behavior, group dynamics, leadership styles, types of power, & interpersonal dynamics.
			4-1	Basic Views of Leadership	1:00		
			4-2	Situational Leadership	1:00		
			5-5	Leadership Qualities & Traits	1:00		
3.	Supervision	55-69	Management 1 UNIT # 2 Supervision			Chapter 4 Fire Officer I 4.1.1 4.2.6(A)	4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration & characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management systems, & safety; departmental budget process; information management & recordkeeping; the fire prevention & building safety codes & ordinances applicable to the jurisdiction; current trends, technologies, & socioeconomic & political factors that impact the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management & members; agreements in force between the organization & members; generally accepted ethical practices, including a professional code of ethics; & policies & procedures regarding the operation of the department as they involve supervisors & members. 4.2.6 (A) Requisite Knowledge. Principles of supervision & basic human resource management.
			2-1	Principles of Organizations & Organizational Structure	1:00		
			2-2	Motivation	2:00		
			2-3	Delegation	1:00		
			2-4	Problem Solving/Decision Making	1:30		
			2-5	Verbal Communication	2:00		
			2-6	Written Communication	1:00		
			2-7	Group Dynamics	2:00		
			1-8	Managing Conflict	1:00		
			2-9	Performance Evaluations	1:30		
			2-10	Coaching, Counseling & Progressive Discipline	1:30		
			2-11	Due Process	1:00		
			5-2	Grievance Handling	1:00		
4.	Logic, Ethics, & Decision-Making	73-93	Management 1 UNIT # 2 Supervision			Chapter 4 Fire Officer I 4.1.1	4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration & characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management systems, & safety; departmental budget process; information management & recordkeeping; the fire prevention & building safety codes & ordinances applicable to the jurisdiction; current trends, technologies, & socioeconomic & political factors that impact the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management & members; agreements in force between the organization & members; generally accepted ethical practices, including a professional code of ethics; & policies & procedures regarding the operation of the department as they involve supervisors & members.
			2-4	Problem Solving/Decision Making	1:30		
			Management 1 UNIT # 3 Management				
			5-3	Internal & External Influences	2:00		

Chapter		Pages	Unit	Course Content	Time	NFPA Standard	NFPA Language
5.	Legal Responsibilities & Liabilities	97-119	<b>Management 1 UNIT # 2 Supervision</b> <i>2-11 Due Process 1:00</i> <b>Management 1 UNIT # 5 Human Relations</b> <i>5-6 Managing The Workplace Environment 2:00</i> <i>5-7 Affirmative Action, Equal Employment Opportunity, &amp; ADA 1:30</i> <b>Management 1 UNIT # 7 Laws, Standards &amp; Liability</b> <i>6-4 Liability of the Company Officer 1:00</i>			None Listed	
6.	Interpersonal Communications	123-139	<b>Management 1 UNIT # 2 Supervision</b> <i>2-5 Verbal Communication 2:00</i>			<b>Chapter 4 Fire Officer I</b> 4.2.1 4.2.1(A) 4.2.2 4.2.2(A)	4.2.1 Assign tasks or responsibilities to unit members, given an assignment at an emergency operation, so that the instructions are complete, clear, & concise; safety considerations are addressed; & the desired outcomes are conveyed. <b>4.2.1 (A) Requisite Knowledge.</b> Verbal communications during emergency situations, techniques used to make assignments under stressful situations, & methods of confirming understanding. 4.2.2 Assign tasks or responsibilities to unit members, given an assignment under nonemergency conditions at a station or other work location, so that the instructions are complete, clear, & concise; safety considerations are addressed; & the desired outcomes are conveyed. <b>4.2.2 (A) Requisite Knowledge.</b> Verbal communications under nonemergency situations, techniques used to make assignments under routine situations, & methods of confirming understanding.
7.	Oral Communications	143-163	<b>Management 1 UNIT # 2 Supervision</b> <i>2-5 Verbal Communication 2:00</i>			<b>Chapter 4 Fire Officer I</b> 4.2.5(B) 4.3.3(A) 4.4.1(A) 4.4.2(B) 4.6.1(B) 4.6.2(B) 4.6.3(B) 4.6.4(B) 4.7.1(B) 4.7.2(B) <b>Chapter 5 Fire Officer II</b> 5.4.4(A) 5.4.4(B)	<b>4.2.5* (B) Requisite Skills.</b> The ability to communicate orally & in writing & to relate interpersonally. <b>4.3.3 (A) Requisite Knowledge.</b> Written & oral communication techniques. <b>4.4.1 (A) Requisite Knowledge.</b> Written & oral communication. <b>4.4.2 (B) Requisite Skills.</b> The ability to communicate orally & in writing. <b>4.6.1 (B) Requisite Skills.</b> The ability to write reports, to communicate orally, & to evaluate skills. <b>4.6.2 (B) Requisite Skills.</b> The ability to analyze emergency scene conditions; to activate the local emergency plan, including localized evacuation procedures; to allocate resources; & to communicate orally. <b>4.6.3* (B) Requisite Skills.</b> The ability to implement an incident management system, to communicate orally, to manage scene safety, & to supervise & account for assigned personnel under emergency conditions. <b>4.6.4 (B) Requisite Skills.</b> The ability to write reports, to communicate orally, & to evaluate skills. <b>4.7.1 (B) Requisite Skills.</b> The ability to identify safety hazards & to communicate orally & in writing. <b>4.7.2 (B) Requisite Skills.</b> The ability to communicate orally & in writing & to conduct interviews. <b>5.4.4 (A) Requisite Knowledge.</b> Policies & procedures & the format used for news releases. <b>5.4.4 (B) Requisite Skills.</b> The ability to communicate orally & in writing.

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8.	Written Communications	167-189	<b>Management 1 UNIT # 2 Supervision</b> <i>2-6 Written Communication</i>	1:00	<b>Chapter 4 Fire Officer I</b> 4.1.2 <b>Chapter 5 Fire Officer II</b> 5.4.4 5.4.4(A) 5.4.4(B) 5.4.5 5.4.5(B)	<b>4.1.2 General Prerequisite Skills.</b> The ability to effectively communicate in writing utilizing technology provided by the AHJ; write reports, letters, & memos utilizing word processing & spreadsheet programs; operate in an information management system; & effectively operate at all levels in the incident management system utilized by the AHJ. <b>5.4.4</b> Prepare a news release, given an event or topic, so that the information is accurate & formatted correctly. <b>5.4.4 (A) Requisite Knowledge.</b> Policies & procedures & the format used for news releases. <b>5.4.4 (B) Requisite Skills.</b> The ability to communicate orally & in writing. <b>5.4.5</b> Prepare a concise report for transmittal to a supervisor, given fire department record(s) & a specific request for details such as trends, variances, or other related topics. <b>5.4.5 (B) Requisite Skills.</b> The ability to communicate in writing & to interpret data.
9.	Administrative Functions	193-215			<b>Chapter 4 Fire Officer I</b> 4.1.1 4.3.3 4.3.3(B) 4.4.1 4.4.3(A)	<b>4.1.1 General Prerequisite Knowledge.</b> The organizational structure of the department; geographical configuration & characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management systems, & safety; departmental budget process; information management & recordkeeping; the fire prevention & building safety codes & ordinances applicable to the jurisdiction; current trends, technologies, & socioeconomic & political factors that impact the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management & members; agreements in force between the organization & members; generally accepted ethical practices, including a professional code of ethics; & policies & procedures regarding the operation of the department as they involve supervisors & members. <b>4.3.3</b> Respond to a public inquiry, given policies & procedures, so that the inquiry is answered accurately, courteously, & in accordance with applicable policies & procedures. <b>4.3.3 (B) Requisite Skills.</b> The ability to relate interpersonally & to respond to public inquiries. <b>4.4.1</b> Recommend changes to existing departmental policies &/or implement a new departmental policy at the unit level, given a new departmental policy, so that the policy is communicated to & understood by unit members. <b>4.4.3 (A) Requisite Knowledge.</b> Policies & procedures & the revenue sources & budget process.

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10.	Safety & Health Issues	219-231	Management 1 UNIT # 6 Safety & Wellness Programs		Chapter 4 Fire Officer I 4.7.1 4.7.1(A) 4.7.2 4.7.2(A)	4.7.1 Apply safety regulations at the unit level, given safety policies & procedures, so that required reports are completed, in-service training is conducted, & member responsibilities are conveyed. 4.7.1 (A) Requisite Knowledge. The most common causes of personal injury & accident to members, safety policies & procedures, basic workplace safety, & the components of an infectious disease control program. 4.7.2 Conduct an initial accident investigation, given an incident & investigation forms, so that the incident is documented & reports are processed in accordance with policies & procedures. 4.7.2 (A) Requisite Knowledge. Procedures for conducting an accident investigation & safety policies & procedures.	
			6-1	Safety Management			1:30
			6-2	Stress Management & Wellness			1:00
			6-3	NFPA 1500 Standard			1:00
11.	Organizational Structure	235-259	Management 1 UNIT # 2 Supervision		Chapter 4 Fire Officer I 4.1.1	4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration & characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management systems, & safety; departmental budget process; information management & recordkeeping; the fire prevention & building safety codes & ordinances applicable to the jurisdiction; current trends, technologies, & socioeconomic & political factors that impact the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management & members; agreements in force between the organization & members; generally accepted ethical practices, including a professional code of ethics; & policies & procedures regarding the operation of the department as they involve supervisors & members.	
			2-1	Principles of Organizations & Organizational Structure			1:00
			2-3	Delegation			1:00
12.	Company-Level Training	263-281			Chapter 4 Fire Officer I 4.2.3	4.2.3 Direct unit members during a training evolution, given a company training evolution & training policies & procedures, so that the evolution is performed in accordance with safety plans, efficiently, & as directed.	
13.	Human Resources Management	285-309	Management 1 UNIT # 2 Supervision		Chapter 4 Fire Officer I 4.2 4.2.4(B) 4.2.5 4.2.5(A) 4.2.5(B) 4.2.6 4.2.6(A) 4.2.6(B)	4.2 Human Resource Management This duty involves utilizing human resources to accomplish assignments in accordance with safety plans & in an efficient manner. This duty also involves evaluating member performance & supervising personnel during emergency & nonemergency work periods, according to the following job performance requirements. 4.2.4 (B) Requisite Skills. The ability to recommend a course of action for a member in need of assistance. 4.2.5* Apply human resource policies & procedures, given an administrative situation requiring action, so that policies & procedures are followed. 4.2.5* (A) Requisite Knowledge. Human resource policies & procedures. 4.2.5* (B) Requisite Skills. The ability to communicate orally & in writing & to relate interpersonally. 4.2.6 Coordinate the completion of assigned tasks & projects by members, given a list of projects & tasks & the job requirements of subordinates, so that the assignments are prioritized, a plan for the completion of each assignment is developed, & members are assigned to specific tasks & supervised during the completion of the assignments. 4.2.6 (A) Requisite Knowledge. Principles of supervision & basic human resource management. 4.2.6 (B) Requisite Skills. The ability to plan & to set priorities.	
			1-8	Managing Conflict			1:00
			2-9	Performance Evaluations			1:30
			2-10	Coaching, Counseling & Progressive Discipline			1:30
			Management 1 UNIT # 3 Management				
			5-3	Internal & External Influences			2:00
			Management 1 UNIT # 5 Human Relations				
			5-6	Managing The Workplace Environment			2:00
5-7	Affirmative Action, Equal Employment Opportunity, & ADA	1:30					

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14.	Labor/Management Relations	313-327	<b>Management 1 UNIT # 2 Supervision</b> <i>5-2 Grievance Handling</i>	1:00	Chapter 4 Fire Officer I 4.1.1	<b>4.1.1 General Prerequisite Knowledge.</b> The organizational structure of the department; geographical configuration & characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management systems, & safety; departmental budget process; information management & recordkeeping; the fire prevention & building safety codes & ordinances applicable to the jurisdiction; current trends, technologies, & socioeconomic & political factors that impact the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management & members; agreements in force between the organization & members; generally accepted ethical practices, including a professional code of ethics; & policies & procedures regarding the operation of the department as they involve supervisors & members.
15.	Community Relations & Public Fire & Life-Safety Education	331-353			Chapter 4 Fire Officer I 4.3 4.3.1 4.3.1(A) 4.3.1(B) 4.3.2 4.3.2 (B) 4.3.3 4.3.3(B) 4.3.4 4.3.4(A)	<b>4.3 Community &amp; Government Relations</b> This duty involves dealing with inquiries of the community & projecting the role of the department to the public & delivering safety, injury, & fire prevention education programs, according to the following job performance requirements. <b>4.3.1</b> Initiate action on a community need, given policies & procedures, so that the need is addressed. <b>4.3.1 (A) Requisite Knowledge.</b> Community demographics & service organizations, as well as verbal & nonverbal communication. <b>4.3.1 (B) Requisite Skills.</b> Familiarity with public relations & the ability to communicate verbally. <b>4.3.2</b> Initiate action to a citizen's concern, given policies & procedures, so that the concern is answered or referred to the correct individual for action & all policies & procedures are complied with. <b>4.3.2 (B) Requisite Skills.</b> Familiarity with public relations & the ability to communicate verbally. <b>4.3.3</b> Respond to a public inquiry, given policies & procedures, so that the inquiry is answered accurately, courteously, & in accordance with applicable policies & procedures. <b>4.3.3 (B) Requisite Skills.</b> The ability to relate interpersonally & to respond to public inquiries. <b>4.3.4</b> Deliver a public education program, given the target audience & topic, so that the intended message is conveyed clearly. <b>4.3.4 (A) Requisite Knowledge.</b> Contents of the fire department's public education program as it relates to the target audience.
16.	Records Management	357-375			Chapter 4 Fire Officer I 4.4.2(A)	<b>4.4.2 (A) Requisite Knowledge.</b> Administrative policies & procedures & records management.
17.	Pre-incident Planning	379-409			Chapter 4 Fire Officer I 4.6.1(A)	<b>4.6.1 (A) Requisite Knowledge.</b> Elements of the local emergency plan, a pre-incident plan, basic building construction, basic fire protection systems & features, basic water supply, basic fuel loading, & fire growth & development.
18.	Incident Scene Communications	413-431			Chapter 4 Fire Officer I 4.2.1(A)	<b>4.2.1 (A) Requisite Knowledge.</b> Verbal communications during emergency situations, techniques used to make assignments under stressful situations, & methods of confirming understanding.

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19.	Incident Scene Management	435-459				<b>Chapter 4 Fire Officer I</b> 4.1.1 4.6.2 4.6.3(A) 4.6.3(B)	<b>4.1.1 General Prerequisite Knowledge.</b> The organizational structure of the department; geographical configuration & characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management systems, & safety; departmental budget process; information management & recordkeeping; the fire prevention & building safety codes & ordinances applicable to the jurisdiction; current trends, technologies, & socioeconomic & political factors that impact the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management & members; agreements in force between the organization & members; generally accepted ethical practices, including a professional code of ethics; & policies & procedures regarding the operation of the department as they involve supervisors & members. <b>4.6.2</b> Develop an initial action plan, given size-up information for an incident & assigned emergency response resources, so that resources are deployed to control the emergency. <b>4.6.3* (A) Requisite Knowledge.</b> Standard operating procedures, resources available for the mitigation of fire & other emergency incidents, an incident management system, scene safety, & a personnel accountability system. <b>4.6.3* (B) Requisite Skills.</b> The ability to implement an incident management system, to communicate orally, to manage scene safety, & to supervise & account for assigned personnel under emergency conditions.
20.	Incident Scene Operations	463-495				<b>Chapter 4 Fire Officer I</b> 4.6 4.6.2 4.6.2(A) 4.6.2(B)	<b>4.6* Emergency Service Delivery</b> This duty involves supervising emergency operations, conducting pre-incident planning, & deploying assigned resources in accordance with the local emergency plan & according to the following job performance requirements. <b>4.6.2</b> Develop an initial action plan, given size-up information for an incident & assigned emergency response resources, so that resources are deployed to control the emergency. <b>4.6.2 (A)* Requisite Knowledge.</b> Elements of a size-up, standard operating procedures for emergency operations, & fire behavior. <b>4.6.2 (B) Requisite Skills.</b> The ability to analyze emergency scene conditions; to activate the local emergency plan, including localized evacuation procedures; to allocate resources; & to communicate orally.

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21.	Post-incident Activities	499-517				<b>Chapter 4 Fire Officer I</b> 4.5 4.5.1 4.5.1(A) 4.5.1(B) 4.5.2(A) 4.6.4 4.6.4(A)	<b>4.5* Inspection &amp; Investigation</b> This duty involves performing a fire investigation to determine preliminary cause, securing the incident scene, & preserving evidence, according to the following job performance requirements. <b>4.5.1</b> Evaluate available information, given a fire incident, observations, & interviews of first-arriving members & other individuals involved in the incident, so that a preliminary cause of the fire is determined, reports are completed, &, if required, the scene is secured & all pertinent information is turned over to an investigator. <b>4.5.1 (A) Requisite Knowledge.</b> Common causes of fire, fire growth & development, & policies & procedures for calling for investigators. <b>4.5.1 (B) Requisite Skills.</b> The ability to determine basic fire cause, conduct interviews, & write reports. <b>4.5.2 (A) Requisite Knowledge.</b> Types of evidence, the importance of fire scene security, & evidence preservation. <b>4.6.4</b> Develop & conduct a post-incident analysis, given a single unit incident & post-incident analysis policies, procedures, & forms, so that all required critical elements are identified & communicated, & the approved forms are completed & processed in accordance with policies & procedures. <b>4.6.4 (A) Requisite Knowledge.</b> Elements of a post-incident analysis, basic building construction, basic fire protection systems & features, basic water supply, basic fuel loading, fire growth & development, & departmental procedures relating to dispatch response tactics & operations & customer service.
<b>Part B: Fire Officer Level II</b>							
22.	Management Activities	521-533	<b>Management 1 UNIT # 2 Supervision</b>		<b>Applies to all management requirements rather than specific JPRs.</b>	<b>Applies to all management requirements rather than specific JPRs.</b>	
			2-2	Motivation			2:00
			<b>Management 1 UNIT # 3 Management</b>				
			5-3	Internal & External Influences			2:00
			3-1	Elements of Management			2:00
			3-2	Managing Change			1:00
			5-4	Time Management	1:30		
23.	Types & Forms of Government	537-563				<b>Chapter 5 Fire Officer II</b> 5.1.1	<b>5.1.1 General Prerequisite Knowledge.</b> The organization of local government; enabling & regulatory legislation & the law-making process at the local, state/provincial, & federal levels; & the functions of other bureaus, divisions, agencies, & organizations & their roles & responsibilities that relate to the fire service.



Chapter	Pages	Unit	Course Content	Time	NFPA Standard	NFPA Language
24.	Interagency & Intergovernmental Cooperation	567-577			<b>Chapter 5 Fire Officer II</b> 5.1.1 5.1.2 5.6.1 5.6.1(A) 5.6.1(B)	<b>5.1.1 General Prerequisite Knowledge.</b> The organization of local government; enabling & regulatory legislation & the law-making process at the local, state/provincial, & federal levels; & the functions of other bureaus, divisions, agencies, & organizations & their roles & responsibilities that relate to the fire service. <b>5.1.2 General Prerequisite Skills.</b> Intergovernmental & interagency cooperation. <b>5.6.1</b> Produce operational plans, given an emergency incident requiring multi-unit operations, so that required resources & their assignments are obtained & plans are carried out in compliance with approved safety procedures resulting in the mitigation of the incident. <b>5.6.1 (A) Requisite Knowledge.</b> Standard operating procedures; national, state/provincial, & local information resources available for the mitigation of emergency incidents; an incident management system; & a personnel accountability system. <b>5.6.1 (B) Requisite Skills.</b> The ability to implement an incident management system, to communicate orally, to supervise & account for assigned personnel under emergency conditions; & to serve in command staff & unit supervision positions within the Incident Management System.
25.	Analyses, Evaluations, & Statistics	581-599			<b>Chapter 5 Fire Officer II</b> 5.2.2 5.2.2(A) 5.2.2(B) 5.6.2 5.6.2(A) 5.6.2(B) 5.7.1 5.7.1(A) 5.7.1(B)	<b>5.2.2</b> Evaluate the job performance of assigned members, given personnel records & evaluation forms, so each member's performance is evaluated accurately & reported according to human resource policies & procedures. <b>5.2.2 (A) Requisite Knowledge.</b> Human resource policies & procedures, job descriptions, objectives of a member evaluation program, & common errors in evaluating. <b>5.2.2 (B) Requisite Skills.</b> The ability to communicate orally & in writing & to plan & conduct evaluations. <b>5.6.2</b> Develop & conduct a post-incident analysis, given multi-unit incident & post-incident analysis policies, procedures, & forms, so that all required critical elements are identified & communicated & the approved forms are completed & processed. <b>5.6.2 (A) Requisite Knowledge.</b> Elements of a post-incident analysis, basic building construction, basic fire protection systems & features, basic water supply, basic fuel loading, fire growth & development, & departmental procedures relating to dispatch response, strategy tactics & operations, & customer service. <b>5.6.2 (B) Requisite Skills.</b> The ability to write reports, to communicate orally, & to evaluate skills. <b>5.7.1</b> Analyze a member's accident, injury, or health exposure history, given a case study, so that a report including action taken & recommendations made is prepared for a supervisor. <b>5.7.1 (A) Requisite Knowledge.</b> The causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths. <b>5.7.1 (B) Requisite Skills.</b> The ability to communicate in writing & to interpret accidents, injuries, occupational illnesses, or death reports.



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26.	Human Resources Management II	625-651	<b>Management 1 UNIT # 2 Supervision</b> <div> <div>2-7</div> <div><i>Group Dynamics</i></div> <div>2:00</div> </div> <div> <div>2-10</div> <div><i>Coaching, Counseling &amp; Progressive Discipline</i></div> <div>1:30</div> </div>		<b>Chapter 5 Fire Officer II</b> 5.2 5.2.1 5.2.1(A) 5.2.1(B) 5.2.2 5.2.2(A) 5.2.2(B)	<b>5.2 Human Resource Management</b> This duty involves evaluating member performance, according to the following job performance requirements. <b>5.2.1</b> Initiate actions to maximize member performance &/or to correct unacceptable performance, given human resource policies & procedures, so that member &/or unit performance improves or the issue is referred to the next level of supervision. <b>5.2.1 (A) Requisite Knowledge.</b> Human resource policies & procedures, problem identification, organizational behavior, group dynamics, leadership styles, types of power, & interpersonal dynamics. <b>5.2.1 (B) Requisite Skills.</b> The ability to communicate orally & in writing, to solve problems, to increase team work, & to counsel members. <b>5.2.2</b> Evaluate the job performance of assigned members, given personnel records & evaluation forms, so each member's performance is evaluated accurately & reported according to human resource policies & procedures. <b>5.2.2 (A) Requisite Knowledge.</b> Human resource policies & procedures, job descriptions, objectives of a member evaluation program, & common errors in evaluating. <b>5.2.2 (B) Requisite Skills.</b> The ability to communicate orally & in writing & to plan & conduct evaluations.
27.	Administrative Programs	625-651			<b>Chapter 5 Fire Officer II</b> 5.4.1 5.4.1(A) 5.4.1(B) 5.4.2 5.4.2(A) 5.4.2(B) 5.4.3 5.4.3(A) 5.4.3(B)	<b>5.4.1</b> Develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem & proposes a solution. <b>5.4.1 (A) Requisite Knowledge.</b> Policies & procedures & problem identification. <b>5.4.1 (B) Requisite Skills.</b> The ability to communicate in writing & to solve problems. <b>5.4.2</b> Develop a project or divisional budget, given schedules & guidelines concerning its preparation, so that capital, operating, & personnel costs are determined & justified. <b>5.4.2 (A) Requisite Knowledge.</b> The supplies & equipment necessary for ongoing or new projects; repairs to existing facilities; new equipment, apparatus maintenance, & personnel costs; & appropriate budgeting system. <b>5.4.2 (B) Requisite Skill.</b> The ability to allocate finances, to relate interpersonally, & to communicate orally & in writing. <b>5.4.3</b> Describe the process of purchasing, including soliciting & awarding bids, given established specifications, in order to ensure competitive bidding. <b>5.4.3 (A) Requisite Knowledge.</b> Purchasing laws, policies, & procedures. <b>5.4.3 (B) Requisite Skills.</b> The ability to use evaluative methods & to communicate orally & in writing.
28.	Fire & Life-Safety Inspections	655-699			<b>Chapter 5 Fire Officer II</b> 5.5 5.5.1(A) 5.5.1(B)	<b>5.5 Inspection &amp; Investigation</b> This duty involves conducting inspections to identify hazards & address violations & conducting fire investigations to determine origin & preliminary cause, according to the following job performance requirements. <b>5.5.1 (A) Requisite Knowledge.</b> Inspection procedures; fire detection, alarm, & protection systems; identification of fire & life safety hazards; & marking & identification systems for hazardous materials. <b>5.5.1 (B) Requisite Skills.</b> The ability to communicate in writing & to apply the appropriate codes.

Chapter		Pages	Unit	Course Content	Time	NFPA Standard	NFPA Language
29.	Fire Investigations	703-725				<b>Chapter 5 Fire Officer II</b> 5.5.2 5.5.2(A) 5.5.2(B)	5.5.2 Determine the point of origin & preliminary cause of a fire, given a fire scene, photographs, diagrams, pertinent data &/or sketches, to determine if arson is suspected. <b>5.5.2 (A) Requisite Knowledge.</b> Methods used by arsonists, common causes of fire, basic cause & origin determination, fire growth & development, & documentation of preliminary fire investigative procedures. <b>5.5.2 (B) Requisite Skills.</b> The ability to communicate orally & in writing & to apply knowledge using deductive skills.
30.	Multiunit Emergency Scene Operations	729-749				<b>Chapter 5 Fire Officer II</b> 5.6 5.6.1 5.6.1(A) 5.6.1(B)	<b>5.6 Emergency Service Delivery</b> This duty involves supervising multi-unit emergency operations, conducting pre-incident planning, & deploying assigned resources, according to the following job requirements. <b>5.6.1</b> Produce operational plans, given an emergency incident requiring multi-unit operations, so that required resources & their assignments are obtained & plans are carried out in compliance with approved safety procedures resulting in the mitigation of the incident. <b>5.6.1 (A) Requisite Knowledge.</b> Standard operating procedures; national, state/provincial, & local information resources available for the mitigation of emergency incidents; an incident management system; & a personnel accountability system. <b>5.6.1 (B) Requisite Skills.</b> The ability to implement an incident management system, to communicate orally, to supervise & account for assigned personnel under emergency conditions; & to serve in command staff & unit supervision positions within the Incident Management System.
31.	Postincident Analyses	753-759				<b>Chapter 5 Fire Officer II</b> 5.6.2 5.6.2(A) 5.6.2(B)	<b>5.6.2</b> Develop & conduct a post-incident analysis, given multi-unit incident & post-incident analysis policies, procedures, & forms, so that all required critical elements are identified & communicated & the approved forms are completed & processed. <b>5.6.2 (A) Requisite Knowledge.</b> Elements of a post-incident analysis, basic building construction, basic fire protection systems & features, basic water supply, basic fuel loading, fire growth & development, & departmental procedures relating to dispatch response, strategy tactics & operations, & customer service. <b>5.6.2 (B) Requisite Skills.</b> The ability to write reports, to communicate orally, & to evaluate skills.
32.	Safety Investigations & Analyses	763-779	<b>Management 1 UNIT # 6 Safety &amp; Wellness Programs</b>			<b>Chapter 5 Fire Officer II</b> 5.7 5.7.1(A) 5.7.1(B)	<b>5.7 Health &amp; Safety</b> This duty involves reviewing injury, accident, & health exposure reports, identifying unsafe work environments or behaviors, & taking approved action to prevent reoccurrence, according to the following job requirements. <b>5.7.1</b> Analyze a member's accident, injury, or health exposure history, given a case study, so that a report including action taken & recommendations made is prepared for a supervisor. <b>5.7.1 (A) Requisite Knowledge.</b> The causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths. <b>5.7.1 (B) Requisite Skills.</b> The ability to communicate in writing & to interpret accidents, injuries, occupational illnesses, or death reports.
			6-1	<i>Safety Management</i>	1:30		
			6-2	<i>Stress Management &amp; Wellness</i>	1:00		
			6-3	<i>NFPA 1500 Standard</i>	1:00		
			<b>Management 1 UNIT # 7 Laws, Standards &amp; Liability</b>				
			6-4	<i>Liability of the Company Officer</i>	1:00		